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# Going Up to the Balcony: The Organizational Dance and Creative Leadership

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# Going Up to the Balcony: The Organizational Dance and Creative Leadership

Audrey DeFrank  
Leadership is Not for the Birds  
Eastern Library System Annual Meeting  
June 20, 2008

# Are You Okay?

I'M NOT OKAY

Bolman, L and Deal, T. Reframing Organizations: Artistry, Choice and Leadership. 3<sup>rd</sup> Ed. John Wiley and Sons, 2003.

Harvard School of Education and ACRL  
Leadership Institute

# Leadership is Daunting

- Alone
- Rejection
- Confusion
- Lost
- Anxious
- Wrong/Wronged
- Anger

# Leadership is Potent

- Effective
- Influential
- Persuasive
- Empowering
- Enriching
- Compelling
- Undeniable

# Leadership Defined

... is a *relationship* of mutual influence leading to a *collective* effort in the service of or *shared* for *compatible purposes* and *values* in a context of *uncertainty* and *conflict*.

-Joan Gallos

...a process

...is interpersonal

...complex

# Going Up to the Balcony: The Organizational Dance and Creative Leadership

- Go up to the Balcony
  - Choosing to view the same situation from more than one perspective
  - Observe and Study
- Study the Choreography
  - Reframe
  - Analysis
- Dance
  - Action



# Curtains and Tiebacks

## Uncertainties in Organizations

Bolman and Deal

- Complexity
- Surprising
- Deception
- Ambiguity



## TieBacks

- CONTEXT
  - Context drives leadership and decisions
- NETWORKS
  - No permanent friends/enemies



# Reframing Leadership

## Four Frames

- Structural
- Human Resource
- Political
- Symbolic



# Structural Frame

<b>Metaphor:</b>	Factory or Machine
<b>Central Concepts:</b>	Rules, roles, policy, procedure, environment
<b>Image of Leadership:</b>	Social Architecture
<b>Leadership Challenge:</b>	Attune Structure to task; technology; or environment



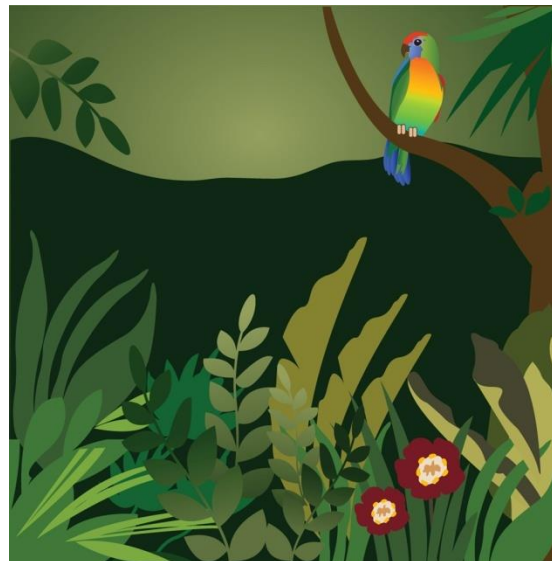
# Human Resources Frame

<b>Metaphor:</b>	Family
<b>Central Concepts:</b>	Needs, skills, relationships
<b>Image of Leadership:</b>	Empowerment
<b>Leadership Challenge:</b>	Align organizational and human needs



# Political Frame

<b>Metaphor:</b>	Jungle
<b>Central Concepts:</b>	Power, conflict, competition, organizational politics
<b>Image of Leadership:</b>	Advocacy
<b>Leadership Challenge:</b>	Develop agenda and power base



# Symbolic Frame

<b>Metaphor:</b>	Carnival, church, theater
<b>Central Concepts:</b>	Culture, meaning, metaphor, stories, rituals
<b>Image of Leadership:</b>	Inspiration
<b>Leadership Challenge:</b>	Create faith and meaning



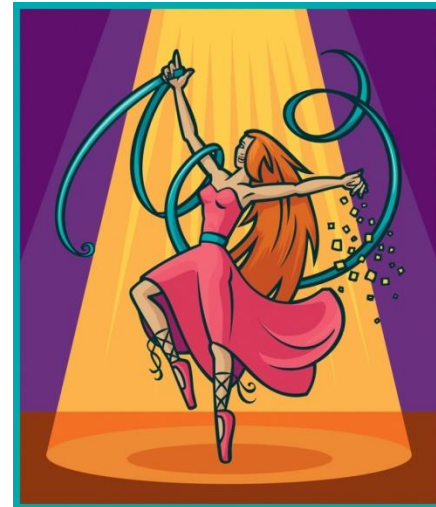


# The Frames in Action

- Examples of reframing

# What's Your Favorite Dance Step?

- Let's use the self-test to identify the frames we identify with are most comfortable using



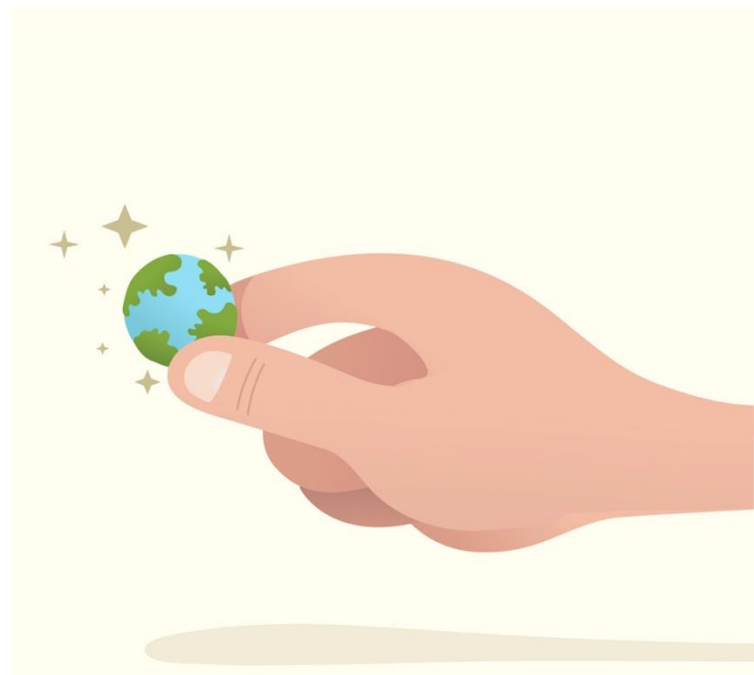
# The Organizational Dance

- ANALYSIS
  - Going up to the Balcony
- REFRAMING
  - Reframe each step of the Dance
  - Know which frame is your comfort zone
- DIAGNOSIS
  - Selecting the most appropriate frame from which to form your...
  - ACTION



# Creative Leadership

- CONTEXT
- ENGAGE
- PROCESS
- REFRAME
- VISION
- COURAGE





**Ready to Dance?**